

ADMINISTRATIVE INTERNAL USE ONLY

DCI/IC-75-3913

20 October 1975

MEMORANDUM FOR: S. D. Breckinridge, Deputy IG

SUBJECT : Record of CIA Internal Program to  
Strengthen Command and Control

1. Reference is your memorandum of 16 October subject as above, on which I was an addressee.

2. Inasmuch as the paper to be developed under your auspices is concerned entirely with developments internal to the CIA, the Intelligence Community Staff has no inputs to provide.

2. As is suggested in your memorandum, however, I consider you are on the right track in putting emphasis on C&C actions which indicate improvements in the control of expenditures, the linking of resource use with tasks on the basis of priorities, and strengthening of the means of increasing accountability to the Director.

4. The paper should face up to the kind of charges which have been publicly made during the process of the Congressional investigations and indicate how the CIA has, on its own initiative, been taking steps in recent years to enhance the role of the Director in the exercise of positive controls over his organization.

/s/ Samuel V. Wilson

Samuel V. Wilson  
Lieutenant General, USA  
D/DCI/IC

Distribution:

Orig--Addressee

1--

✓ 1--IC Registry

1--CS/ICS Chrono

1--D/DCI/IC

DCI/ICS/CS/

(20 October 1975)

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0417(2)  
INSPECTOR GENERAL  
7-1-1975

16 OCT 1975

MEMORANDUM FOR: Deputy Director for Science and Technology  
Deputy Director for Operations  
Deputy Director for Intelligence  
Deputy Director for Administration  
Deputy to the DCI for the Intelligence  
Community  
General Counsel  
Comptroller  
Chief, Audit Staff

SUBJECT : Record of CIA Internal Program to  
Strengthen Command and Control

1. This office has been assigned the task of drawing together material that will demonstrate the progress over the years in CIA's development of its internal controls. The 29 August 1973 instructions constitute the single most comprehensive action to establish guidelines and refine practice; however, emphasis of this event may obscure the years of continuing development and refinement of procedure and practice. The envisioned paper is intended to demonstrate this record. The basic information is in the Directorates, and the present memorandum is to request contributions from the Directorates for use in the proposed paper.

2. Some of the progress over the years is reflected in changes in regulations, and Regulations Control Branch may be able to produce some examples of regulatory evolution that will help make the point. OGC's role should be reviewed for possible historical summary. The story of the evolution of Agency budgeting should reveal steady and conscious progress toward refinement and sophistication of arrangements and practices; the development from its earlier forms to BPAM, O/OOB, and the present Comptroller should be useful. Growing financial controls and practice can be summarized, with specific examples, by the Office of Finance; the Audit Staff will be able to contribute to this. Institution of new proprietary controls in 1967 (HHB 230-1) is a case in point. DDO/DDP project review and approval procedures matured over the years, and the record

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of increasing sophistication in evaluation techniques is worth tracing for this presentation. DDS&T project development and review has a place in the story. Perhaps procurement procedures and practices instituted following the study by consultants in 1966 holds a story that would contribute to the picture. Each Directorate has a contribution to make, and it is requested that each search its institutional memory and files for the purpose of providing materials for inclusion in the proposed paper.

3. It is requested that we be provided a statement by Monday, 20 October, of what might be expected. Any suggestions on treatment would be welcome. There is a story to be told on the cumulative effect of incremental development, and the different vantage points of the Directorates and special staffs have much to contribute to the story.

[Redacted Signature Box]

*S. D.* S. D. Breckinridge  
Deputy Inspector General

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23-5108/1

29 AUG 1973

MEMORANDUM FOR: Deputy Director for Science and Technology  
Deputy Director for Intelligence  
Deputy Director for Management and Services  
Deputy Director for Operations

INFO : Inspector General

SUBJECT : Questionable Activities

1. As an aspect of the allegations of improper CIA activity in connection with the Watergate and associated matters, the Inspector General was directed to assemble all information available in the Agency on any such activities. Certain specific matters were provided to him, and the Director by memorandum of 9 May 1973 directed all employees to report any activities, current or past, "which might be construed to be outside the legislative charter of this Agency." This information was assembled and consolidated by the Inspector General in a memorandum of 21 May 1973 and certain individual memoranda thereafter supplementing it. This material was used in a detailed, page-by-page review of all such information with Senator Symington and Congressman Nedzi, as Chairmen of the Senate and the House Armed Services Intelligence Subcommittees, respectively. In addition, I undertook very specific commitments in my confirmation hearings to ensure that the Agency will remain within its legislative charter. I am arranging for the published transcripts of those hearings to be circulated throughout the Agency for compliance, and at that time will reaffirm the specific direction made by Dr. Schlesinger in his memorandum of 9 May 1973. This will also be incorporated into appropriate regulations.

2. With respect to the specific questionable activities which were reported as a result of the search made throughout the Agency, however, I believe it essential to take specific action in order that these not seem to be condoned or overlooked. I have therefore developed specific instructions on each reported activity. These are included in the attachments to this memorandum, and have the force of specific direction to you to pass on to appropriate subordinates the instructions outlined. Separate packages of such instructions are being developed for each Directorate in order to respect the sensitivity of some of the activities discussed, including those which are deemed quite appropriate within CIA's charter.

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Similarly, each activity is placed on a separate page so that the Deputy Director concerned may most easily forward it to the office or offices directly concerned without distributing it more broadly.

3. In the event that these instructions raise substantial difficulties of implementation or compliance, I would appreciate your raising such cases with me directly, with whatever recommendations you may have for modification to carry out the spirit of the action undertaken here but to avoid undue disruption of legitimate activities. In the absence of such notice, I will expect full compliance with the instructions outlined herein.

4. Each addressee Deputy Director is instructed to recommend to the DDM&S modification or addition to Agency regulations of appropriate language to reflect the direction included in this memorandum and attachments addressed to him. DDM&S will be responsible for consolidating such recommendations and making an overall report to the Director through the IG, coordinating with General Counsel.

  
W. E. Colby

Attachments

WEC:ydc (27 August 1973)

Distribution:

Original - IG

- 1 - Mr. Colby
- 1 - DDS&T
- 1 - DDI
- 1 - DDM&S
- 1 - DDO
- 1 - OGC - w/o atts
- 1 - OLC - w/o atts
- ✓ 1 - ER (w/o atts - being held in IG file)

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29 AUG 1973

MEMORANDUM FOR: Inspector General

SUBJECT : Questionable Activities

REFERENCE : Memorandum of 21 May 1973, Subject: "Potential Flap Activities" and Succeeding Memoranda

1. May I express my deep appreciation for your assemblage of the referenced memorandum and your collection of other possible problems of this type. I utilized your memorandum in a detailed page-by-page review with Congressman Nedzi and Senator Symington, and a general review with Senator Stennis. I believe this exposure to these responsible Congressional leaders has played a substantial role in developing a sense of confidence in the Agency and an understanding of the commitments I undertook in my confirmation hearing. I am planning for the latter commitments to be circulated to all senior officers of the Agency for compliance, and will arrange this when the printed record is available.

2. Separately, pursuant to the Management Committee discussion on 17 August 1973, a procedure has been established for the review of our assistance to other agencies. This should ensure that CIA activities of that nature, current and future, will remain clearly within our statutory charter.

3. In the attachments to this memorandum, I discuss the specific matters covered in your referenced collection and in covering memoranda to each Deputy Director give specific direction with respect to these activities. I request that you arrange for their passage individually to the appropriate Deputy. In this fashion we can ensure that the individual actions are subjected to clear direction but that the total package is held on a most restricted and sensitive basis. To facilitate this process, I am giving direction on a separate page for each activity so that the Deputy can forward it separately to the appropriate office. I would appreciate your consolidating reports of action taken and advising me of any further question or difficulty which may be surfaced by the offices in question.

W-5.2 WEC  
W. E. Colby

Attachments

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WEC:ydc (27 August 1973)

Distribution:

Original - IG

1 - Mr. Colby

1 - DDS&T

1 - DDI

1 - DDM&S

1 - DDO

1 - OGC - w/o atts

1 - OLC - w/o atts

✓ 1 - ER (w/o atts - being held in IG file)

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73-5108

20 AUG 1973

MEMORANDUM FOR: Mr. Colby

SUBJECT : Potential Flap Activity

1. Forwarded herewith is a package of material relating to activities with flap potential. The package consists of your edited drafts (with a blue memorandum from Ben Evans dated 10 July 1973), a 29 June 1973 memorandum from the IG to the Deputy General Counsel (with a buck-slip from you to the IG), and five packages in envelopes (one each for the IG, DDO, DDM&S, DDI, and the DDS&T). Each package except that for the IG contains one list of the memoranda it contains, with three copies of each separate memorandum (one for your retention and two for the addressee) prepared according to the format in your draft material (a separate copy of the lists is also attached to this memorandum). We have kept a copy of each package and of the lists accompanying them.

2. In reviewing the material in your draft, it appeared that a number of items applied to more than one of the Deputy Directors. Accordingly, the items listed below have been included in more than one package:

DDO    DDM&S    DDI    DDS&T



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DDO DDM&S DDI DDO&T

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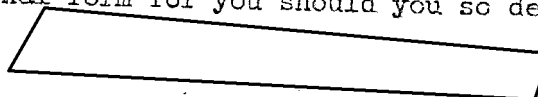


4. It is also noted that the DDI package contains an item on CRS activity not covered in your draft material, taken from the 29 June memo from the IG (attached) which is clipped for your reference. Further, items in the 29 June memo on DCS activities have been added to the package of the DDO, which also are marked for your reference. We have presumed to state the action required on these.

5. It is noted that we have not made an attempt at incorporating material from your draft into covering memoranda to the various Deputies, which I understand you intend to draft yourself.

6. I realize that this material may be changed on review, and we are ready to put it in final form for you should you so desire.

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Donald F. Chamberlain  
Inspector General

Attachments  
As Stated Above

OIG:SDB:ydc

Distribution:

- Original & 1 - Addressee
- ✓ 1 - ER (w/o attachments)
- 1 - IG Subject

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73-5108/3

27 AUG 1973

MEMORANDUM FOR: Mr. Colby

VIA : Acting General Counsel

FROM : Inspector General

SUBJECT : Questionable Activities

1. Forwarded herewith is the final package on questionable Agency activities. For your reference your edited draft memoranda are attached.

2. We have assembled these packages so that each Deputy Director receives a copy of the memorandum addressed to all the Deputies and a copy of the one addressed to the IG. The remainder of the package for each Deputy Director is as you reviewed it earlier.

Donald F. Chamberlain  
Inspector General

Attachments

As Stated Above

OIG:SDB:ydc (27 August 1973)

Distribution:

Original - Addressee and Return to OIG

- 1 - Mr. Colby
- 1 - OGC (atts - Memos to IG & DD's only)
- 1 - OLC (atts - Memos to IG & DD's only)
- ✓ 1 - ER (atts - Memos to IG & DD's only) - Atts being held in IG File.
- 1 - IG Subject (w/h)
- 1 - IG Chrono (w/o atts w/h)
- 1 - SDB Chrono (w/o atts w/h)

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